

**AN EXPLORATORY STUDY OF LEADERSHIP STYLES AND THE
EFFECT ON PERFORMANCE AMONG MANAGERS AT MALAYSIA
AIRPORTS TECHNOLOGIES SDN. BHD.**

SITI FATIMAH ASHAARI

**A Dissertation Submitted to the College of Business
Universiti Utara Malaysia,
in partial Fulfillment of the Requirement for the Degree of Master Science
Management, Universiti Utara Malaysia
2011**



OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA

Cultivating Perspectives. Building the Future. Sharing Solutions

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

SITI FATIMAH ASHAARI (806106)

Calon untuk Ijazah Sarjana

(Candidate for the degree of) **MASTER OF SCIENCE (MANAGEMENT)**

telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

AN EXPLORATORY STUDY OF LEADERSHIP STYLES AND THE EFFECT
ON PERFORMANCE AMONG MANAGERS AT
MALAYSIA AIRPORTS TECHNOLOGIES SDN. BHD.

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **PROF. DR AJAY CHAUHAN**
(Name of Supervisor)

Tandatangan :
(Signature)

DR AJAY CHAUHAN
PROFESSOR
College of Business
Universiti Utara Malaysia
06010 Sintok, Kedah, Malaysia

Tarikh : **16 JUNE 2011**
(Date)

PERMISSION TO USE

No part of this unpublished research may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior written permission except as provided below:

- 1) Any material contained in our derived from this unpublished research may only be used by others in their writing with due acknowledgement.
- 2) UUM or its Library will have the right to make and transmit copies (print or electronic) for institutional and academic purposes.
- 3) The UUM library will have the right to make, store in a retrieval system and supply copies of this unpublished research if requested by other universities and research libraries.

Affirmed by: Siti Fatimah Ashaari

ABSTRAK

Penyelidikan tentang gaya kepimpinan telah banyak dilakukan oleh ramai pengkaji sejak berabad lalu. Kepimpinan diertikan sebagai gaya seseorang pemimpin menyelaraskan sebuah kumpulan di dalam organisasi di dalam mencapai sesuatu matlamat atau cita – cita. Sehingga kini masih ramai lagi pengkaji yang mencari kesesuaian terhadap perspektif kepimpinan yang berkesan ke atas prestasi kerja di kalangan pekerja khususnya. Walau kita sudah menerjah ke dalam arus kemodenan, masih terdapat kekurangan prestasi kerja di sesetengah organisasi di Negara kita. Dengan persaingan global di dalam Negara, para pemimpin yang berkualiti di dalam sesebuah organisasi amat diperlukan di samping dapat memotivasikan kakitangan di dalam meningkatkan prestasi dan kualiti kerja mereka.

Oleh yang demikian, tujuan utama kajian ini dilakukan adalah untuk menentukan perhubungan di antara persepsi gaya kepimpinan dengan prestasi kerja di kalangan pengurus – pengurus di tempat kajian yang dibuat; Malaysia Airports Technologies Sdn. Bhd. Secara khususnya, tujuan kajian dilakukan ialah untuk mencapai objektif – objektif tertentu. Pertama sekali ialah, mengenalpasti hubungan gaya kepimpinan transformasional dengan prestasi kerja di kalangan pengurus di dalam organisasi tersebut. Keduanya, mengenalpasti hubungan gaya kepimpinan transaksional dengan prestasi kerja pengurus di dalam organisasi tersebut. Ketiga, mengenalpasti hubungan gaya kepimpinan “pasif avoidance” dengan prestasi kerja pengurus di dalam organisasi tersebut. Akhir sekali adalah mengenalpasti hubungan gaya kepimpinan dominan dengan prestasi kerja pengurus di dalam Malaysia Airports Technologies Sdn. Bhd.

Sampel untuk kajian ini terdiri daripada sebahagian pengurus di organisasi kajian ini. Majoriti responden adalah di kalangan umur 30 – 39 tahun, dengan pengalaman bekerja kurang daripada 3 tahun. Seramai 114 responden telah memberi kerjasama di dalam menjawab borang kaji selidik yang telah diedarkan.

Kajian yang telah dijalankan ini telah dapat memberikan jawapan bahawa terdapat kesan di antara gaya kepimpinan transformasional dan transaksional ke atas prestasi kerja di kalangan pengurus Malaysia Airports Technologies Sdn. Bhd. Penemuan ini dapat membantu organisasi ini di dalam menyelaraskan strategi – strategi yang inovatif dengan menggunakan gaya kepimpinan transformasional untuk mencapai kejayaan organisasi di dalam jangka masa panjang.

ABSTRACT

Past researchers have done many studies on leadership several centuries ago. The meaning of leadership is more to organizing a group of people in order to achieve the goal. Nevertheless, researchers have still finding the perfect match on different perspective of leadership styles. This is important to measure what is the best leadership style in order to increase the performance of workers in any organizations. In addition, we could see there is still a scarcity of performance from many workers during their hours in the work place. Therefore, with the global growth happening everywhere currently, we have to deliver a good and effective leader to bring out the success of his people and accordingly to produce the effectiveness in the organization.

The primary objective of this study was to explore the perceived leadership styles and the commitment of work performance among managers in the studied organization; Malaysia Airports Technologies Sdn. Bhd. The study has been done is to achieve certain objectives. Firstly, to identify whether there is any relationship between transformational leadership styles employed by the supervisor and the effect on managers' job performance. Secondly, to identify whether there is any relationship between transactional leadership styles employed by the supervisor and the effect on managers' job performance. Thirdly, to identify whether there is any relationship between passive avoidant leadership styles employed by the supervisor and the effect on managers' job performance. Lastly, to identify the most dominant leadership styles employed by the supervisor that contributed to the performance of the managers.

This study is conducted on managers in the sample organization; Malaysia Airports Technologies Sdn. Bhd. Majority of respondents were around 30 – 39 ages whose having a working experience less than 3 years in the organization. About one hundred and fourteen (114) respondents have given their commitment to answer all questionnaires distributed by the researcher. Therefore, it is very hopeful that this study reveals perceived leadership styles have a significant positive relationship between managers in Malaysia Airports Technologies Sdn. Bhd. In addition, leaders could adopt innovative strategies using the suitable leadership style on them in order to produce work performance at the very best level as well as to gain the success for the long term period.

ACKNOWLEDGMENT

I am truly grateful to my beloved God; Allah the Almighty for always giving me the inspiration and motivation in life to be the better person and to pursue my study successfully. Also, May Allah gives the reward and bless to all people as I mentioned as below.

My sincere appreciation to my supervisor; Prof. Dr. Ajay Chauhan, for his wonderful guidance, professional analytical direction and enormous patient throughout the whole process of completing this study report. Not forgotten, a truly appreciation goes to Mr. Shahmir for his kind review of this project paper. Million thanks to both of you.

My Deepest gratitude to my family who always giving their fullest supports, encouragements, towards my study without compromise. Special thanks to all respondents who have given their kind replies on the survey conducted. Also thanks to all my colleagues and friends for giving a good co – operation and courage to me to pursue the Master Degree Programme until the end with flying colours.

Amin.

Million Thanks to All of You & Warm Regards.

List of Tables

Table 3.2 Reliability Scores of Leadership and Outcome Factor Scales of the MLQ..... 58

Table 4.1 Demographic Characteristics of the Respondents..... 65

Table 4.2 Reliability, Mean, and Standard Deviation Scores of Leadership Factor Scales.....68

Table 4.3 Reliability, Mean, and Standard Deviation Scores of Job Performance Scales.....72

Table 4.4 Intercorrelations Between Leadership Factor Scales.....74

Table 4.5 Reliability and Mean Scores of Leadership Styles76

Table 4.6. Correlations between Leadership Factors and Job Performance.....78

Table 4.7 The Correlations between Leadership Styles and Job Performance79

Table 4.8 Model Summary for Job Performance.....85

Table 4.9. Summary of ANOVA for Job Performance.....86

Table 4.10 Summary of Coefficients for Job Performane.....87

Certification of Thesis Work	
Permission to Use	
Abstrak.....	i - ii
Abstract.....	iii
Acknowledgement.....	iv
List of Table.....	v

Table of Contents

Chapter 1: Introduction	3
1.1 Background of the Study.....	6
1.2: Problem Statement	8
1.3: Purpose of Study.....	10
1.4: Research questions	10
1.5: Research objective.....	10
1.6: Significance of the study	11
1.7: Scope and Limitations of the study.....	12
1.8: Organization of the Thesis.....	14
Chapter 2: Literature Review.....	15
2.0: Introduction	15
2.1: Traditional Leadership Theories.....	16
2.1.1: Trait Theory.....	17
2.1.2: Behavioral Theories.....	19
2.1.3: Leadership and Management.....	20
2.2: Transformational and Transactional Leadership Theory.....	24
2.3: Leadership Styles and Leadership Behaviors	30
2.3.1: Transformational Leadership.....	30
2.3.2: Transactional Leadership	34
2.4: Job Performance.....	36
2.5: Relationship between Leadership Styles and Job Performances	37
2.6: Empirical Studies.....	40
2.7: Summary	42
Chapter 3: Methodology	45
3.0: Introduction	45
3.1: Research Framework	46
3.2: Hypotheses	46
3.3: Research Design.....	49
3.4: Operational Definition	49
3.5: Measurement of Leadership Styles	51

3.5.1: Multifactor Leadership Questionnaire (MLQ).....	51
3.5.2: Development of MLQ.....	52
3.5.3: MLQ (5x-Short) Rater Form.....	54
3.5.4: Reliability and Validity of the MLQ	57
Table 3.2.....	58
3.6: Measurement of Job performance	59
3.7: Data Collection	60
3.7.2: Sample Size	61
3.7.3: Data Collection Procedures	61
3.8: Techniques of Data analysis.....	62
Chapter 4: Results and Discussion	63
4.0: Introduction	63
4.1: Descriptive Statistics.....	63
4.1.1: Demographic Characteristics of the Respondents.....	63
Table 4.1.....	65
4.2: Leadership Factor Scales of the MLQ (5x-Short) Form.....	66
4.3: Leadership Factor Scales (Behaviors)	67
Table 4.2.....	68
4.4: Job Performance Factor Scale.....	72
Table 4.3.....	72
4.5: Intercorrelations between Leadership Factor Scales	73
Table 4.4.....	74
Table 4.5.....	76
Transformational/Contingent Reward.....	76
Management-by-exception.....	76
Passive/Avoidant.....	76
4.6: Correlations between Leadership Styles and Job Performance.....	77
Table 4.6.....	78
Transformational/.....	78
Management-by-exception.....	78
Passive/Avoidant	78
Table 4.7.....	79
Transactional/.....	79
Transactional/.....	79
4.7: Multiple Regression Analysis.....	80
Table 4.8.....	85
Table 4.9.....	86
Table 4.10.....	87
Chapter 5: Conclusion and Recommendation	90
REFERENCES	93
APPENDIX A - Demographic Questionnaire.....	104
APENDIX B	105
Sample MLQ Items Likert Scale.....	105

Chapter 1: Introduction

1.0: Introduction

Leadership is the key enabler to all organizations to achieve their goals and objectives (Bennis & Nanus, 1985). According to Muijs (2011), leadership has long been seen as a key factor in organisational effectiveness. There are numerous studies on the leadership and researchers have concurred that leadership is the ability to influence the attitudes, abilities, and beliefs of employees towards achievement of organizational goals (e.g., Bass, 1985; Burns, 1978; House, 1971; Kouzes & Posner, 2007; Stogdill, 1974). Based on Bass's study (1960), effective leaders at all levels are measured by the leadership styles employed in improving employee's performance and hence ensure organization's success. Although there is intense studies throughout the years, dramatic societal changes over the past two decades has shown the importance of effective leadership more than ever (Kouzes & Posner, 2007; Yukl, 2006).

Similar to various other organizations, hospitality arena also experienced changes in their internal and external environments over the past twenty years and the study is become more important during tough economic downturn (Testa, 2001; Tracey & Hinkin, 1994). Numerous theories and models were developed to promote effective organizational leadership qualities and most applied to private or business settings. Therefore, this study employed leadership styles that comprises transformational, transactional and passive/avoidance to describe the most effective

The contents of
the thesis is for
internal user
only

REFERENCES

- Adler, Ralph W. & Reid, Jonathan. (2008). The effects of leadership styles and budget participation on job satisfaction and job performance. *Asia-Pacific Management Accounting Journal*. Vol. 3 Issue 1, p21-46, 26p.
- Anderson, T. (1998). *Every officer is a leader: Transforming leadership in policing, justice, and public safety*. Boca Raton, FL: CRC Press.
- Aleamoni, L. M. (1976). The relation of sample size to the number of variables in using factor analysis techniques. *Educational and Psychological Measurement*, 36, 879-883.
- Antonakis, J., & House, R. (2002). *Transformational and charismatic leadership: The road ahead*. New York: Elsevier.
- Antonakis, J. (2001). The validity of the transformational, transactional, and laissez-faire leadership model as measured by the Multifactor Leadership Questionnaire (5X). *Dissertation Abstracts International*. (UMI No. 3000380)
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the multifactor leadership questionnaire. *The Leadership Quarterly*, 14, 261-295.
- Antony T.S. Chan , Edwin H.W. Chan. (2005). Impact of Perceived Leadership Styles on Work Outcomes : Case of Building Professionals. *Journal of Contruction Engineering and Management*, 413-422.
- Avolio, B.J. and Bass, B.M. 1990. Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, Vol. 14 No. 5, 1990.
- Avery, G. C. (2004). *Understanding leadership: Paradigms and cases*. London: SAGE Publications.
- Avolio, B. J., Bass, B. M., & Jung, D. (1999). Reexamining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organizational Psychology*, 7, 441-462.
- Avolio, B. J., & Gibbons, T. C. (1988). Transformational leaders: Going beyond the glitter for a closer look at development. In J. A. Conger & R. N. Kanungo (Eds.),

- Charismatic leadership: The elusive factor in organizational effectiveness* (pp. 249-275). San Francisco: Jossey-Bass.
- Avolio, B., Waldman, D., & Yammarino, F. (1991). Leading in the 1990's: The four I's of transformational leadership. *Journal of European Industrial Training*, 15 (4), 9-16.
- Barrett, P. T., & Kline, P. (1981). The observation to variable ratio in factor analysis. *Personality study and group behavior*, 1, 23-33.
- Barrow, J. C. (1976). Worker performance and task complexity as causal determinants of Leader behavior style and flexibility. *Journal of Applied Psychology*, 61, 433-440.
- Bass, B. (1985), *Leadership and Performance beyond Expectations*, The Free Press, New York, NY.
- Bass, B. (1990). *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*, 3rd ed., The Free Press, New York, NY.
- Barrett, P. T., & Kline, P. (1981). The observation to variable ratio in factor analysis. *Personality study and group behavior*, 1, 23-33.
- Barrow, J. C. (1976). Worker performance and task complexity as causal determinants of Leader behavior style and flexibility. *Journal of Applied Psychology*, 61, 433-440.
- Bass, B.M (1985), "Leadership: good, better, best", *Organizational Dynamics*, Vol. 17 pp.26-40.
- Bass, B. M., & Avolio, B. J. (1990). The implications of transactional and transformational leadership for individual team, and organizational development. *Research in Organizational Change and Development*, 4,131-172.
- Bass, B. M., & Avolio, B. J. (1993). Transformational leadership: A response to critiques. In M. M. Chemers & R. Ayman (Eds.), *Leadership theory and research: Perspectives and directions* (pp. 49-80). New York: Academic Press.
- Bass, B. M. & Avolio, B. J. (1995). *The Multifactor Leadership Questionnaire*. Palo Alto, CA: Mind Garden.
- Bass, B. M., & Avolio, B. J. (1997). *Full range leadership development: Manual for the Multifactor Leadership Questionnaire*. Redwood City, CA: Mind Garden.
- Bass, B. M., & Avolio, B. J. (2004). *Transformational leadership development:*

- Manual for the Multifactor Leadership Questionnaire*. Palo Alto, CA: Consulting Psychologists Press.
- Bass, B.M. & Bass, R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications* (4th ed.). New York: Free Press.
- Bateman, T. & Snell, S. (2007). *Management: Leading & Collaborating in a Competitive World*. McGraw-Hill (7th ed.).
- Bennis, W. G., & Nanus, B. (1985). *Leaders: Their strategies for taking charge*. New York: Harper & Collins.
- Bryman, A. (1986), *Leadership and Organizations*, Routledge & Kegan Paul, London.
- Bird, C. (1940). *Social Psychology*. New York: Appleton-Century.
- Brownell, P. (1982). The role of accounting data in performance evaluation, budgetary participation, and organizational effectiveness. *Journal of Accounting Research*, 20 (1), 12-28.
- Burke S., & Collins, K.M., 2001. Gender Differences in Leadership Styles and Management Skills. *Women in Management Review*. Vol. 16, No.5, 244-256.
- Burns, James MacGregor (1978) *Leadership*. NY: Harper & Row, Publishers.
- Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further assessments of Bass's (1985) conceptualization of transactional and transformational leadership. *Journal of Applied Psychology*, 80, 468-478.
- Chong, V. K. and Eggleton, I. R. C. (2007). The impact of reliance on incentive-based compensation schemes, information asymmetry and organisational commitment on managerial performance. *Management Accounting Research*, 18 (3), 312-342.
- Carlyle, Thomas (1841). *On Heroes, Hero-Worship, and the Heroic History*. Boston, MA: Houghton Mifflin.
- Charan, R. & Tichy, N. M. (1989). Speed, simplicity, and self-confidence: An interview with Jack Welch. *Harvard Business Review*. 67 (5), 112-120.
- Chris Patten (2006). *Cousins and Strangers: America, Britain, and Europe in a New Century*. Times Books. ISBN 0-8050-7788-X.
- Chemers, M. (1997). *An integrative theory of leadership*. Mahwah, NJ: Lawrence Erlbaum.

- Chung, K.L. & Chia, H.H., (2008). The influence of Transformational Leadership on Workplace Relationships and Job Performance. *Social Behavior and Personality*, Vol 131, No 4, pp.1129-1142.
- Comfrey, A. L., & Lee, H. B. (1992). *A First Course in Factor Analysis*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Covey, S. R. (1989). *The 7 habits of highly effective people: Powerful lessons in personal change*. New York: Simon & Schuster. p. 101.
- Creswell, J. W. (2002). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. Columbus, OH: Prentice-Hall.
- Creswell, J. W. (2005). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (2nd ed.). Upper Saddle River, NJ: Pearson.
- Daft, R., & Marcic, D. (2001). *Understanding management* (3rd ed.). Ft. Worth, TX: Harcourt College.
- Den Hartog, D. N., Van Muijen, J. J., & Koopman, P. L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70, 19-34.
- Dess, Gregory G. & Joseph C. Picken. (2000). Changing roles: Leadership in the 21st Century. *Organizational Dynamics*: Winter 2000: 18-34.
- Dulewicz, V. & Higgs, M. (2005). Assessing leadership styles and organizational context. *Journal of Managerial Psychology*. Vol. 20 No. 2, 2005 pp. 105-123
- Deluga, R. J. (1988). Relationship of transformational and transactional leadership with employee influencing strategies. *Group and Organization Studies*, 13, 456-67.
- Eran V.G (2007). Leadership style, organizational politics, and employees' performance. An empirical examination of two competing models. *Personnel Review*. Vol. 36 No. 5, pp. 661-683.
- Everett, G. (1987). *A study of the relationship between the principal's leadership style and the level of motivation of the teaching staff*. Unpublished doctoral dissertation, Tennessee State University.
- Farid, E. 2000. Creating a winning corporate culture: experience inside the Asian telecommunications industry. *European Business Review*, Vol. 12 Issue 3.
- Fiedler, F. 1996. Research on leadership and training: one view of the future.

- Administrative Science Quarterly*, Vol.41, pp.241-250.
- Fleishman, E. A., & Harris, E. F. (1962). Patterns of leadership behavior related to employee grievances and turnover. *Personal Psychology*, 15, 43-46.
- Ford. (2009, June 28). Top Management Challenges: Are We Being Victims? [Web log message]. Retrieved from <http://professorford.wordpress.com/2009/06/28/top-management-challenges-are-we-being-victims/>
- Fowler, W. J. (1991). *What are the characteristics of principals identified as effective by teachers?* (ERIC Document Reproduction Service No. ED 347695).
- Galton, F. (1869). *Hereditary Genius: An Inquiry into Its Laws and Consequences*. London: Macmillan, p. 1 (Reprinted, Bristol: Thoemmes Press, 1999).
- Gasper, S. (1992). *Transformational leadership: An integrative review of the literature*. (Doctoral dissertation, Western Michigan University, 1992). Kalamazoo, MI.
- Gomez-Mejia, L.R., Balkin, D.B. and Cardy, R.L. (2007). “*Managing Human Resources*”, Pearson Education International, Upper Saddle River, NJ.
- Govindarajan, V. (1986), Impact of Participation in the Budgetary Process on Managerial Attitudes and Performance : Universalistic and Contingency Perspectives, *Decision Sciences*, Vol. 17, Fall, pp. 496-516.
- Guadagnoli, E., & Velicer, W. F. (1988). relation of sample size to the stability of component patterns. *Psychological Bulletin*, 103, 265-275.
- Hagan, F. E. (2003). *Research methods in criminal justice and criminology* (6th ed.). Boston: Allyn & Bacon.
- Hasan, A.As-Sadeq. & Grace C. Khoury. (2006). Leadership styles in the Palestinian large-scale industrial enterprises. *Journal of Management Development*. Vol. 25 No. 9, pp. 832-849.
- Hater, J. J., & Bass, B. M. (1988). Superiors’ evaluations and subordinates’ perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73, 695- 702.
- Heneman, H.G, III (1974), Comparisons of Self- and Superior Ratings of Managerial Performance, *Journal of Applied Psychology*, October, pp. 638-642.

- Heneman, H.G. and Judge, T.A. (2003). *Staffing Organizations*, McGraw Hill, Middleton, MI, 76-85.
- Hennessey Jr. J.T. (1998). Reinventing government: does leadership make the difference?. *Public Administration Review*, Vol. 58, Issue 6.
- Hickman, C. F. (1990). *Mind of a manager; soul of a leader*. New York: John Wiley.
- House, R. J. (1971). Path-goal theory of leader effectiveness. *Administrative Science Quarterly*, 16, 321-338.
- House, R.J. (1999). Cultural influences on leadership and organizations: project globe. In Mobley, W.H., Glessnew, M.J. and Arnold, V.(eds). *Advances in Global Leadership*. Stamford, C: JAI Press, pp. 171-233.
- House, R.J. (1996). *CEO charisma and profitability: under conditions of perceived environmental certainty and uncertainty*. Department of Management Wharton School, University of Pennsylvania, Philadelphia, Pa.
- Howell, J., & Hall-Marenda, K. (1999). The ties that bind: The impact of leader-member exchange, transformational and transactional leadership, and distance on predicting follower performance. *Journal of Applied Psychology*, 84, 680-694.
- Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control and support for innovation: Key predictors of consolidated business unit performance. *Journal of Applied Psychology*, 78, 891-902.
- Hoy, W. K., & Miskel, C. G. (2008). *Educational administration: Theory, research, and practice* (8th ed). New York: McGraw-Hill.
- Hunt, J. G. (1991). *Leadership. A new synthesis*. Newberry Park, London: Sage.
- Hughlett, M. (2008, October 17). In a bad economy, many rediscover the value meal. *McClatchy-Tribune Business News*.
- Jong, J.P.J. & Hartog, D.N.D., 2007. How Leaders Influence Employees' Innovative Behaviour. *European Journal of Innovation Management*. Vol. 10, No. 1, 41-64.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755-768.

- Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology*, 89, 36-51.
- Kenny, D.A. & Zaccaro, S.J. (1983). An estimate of variance due to traits in leadership. *Journal of Applied Psychology*, 68, 678-685.
- Kent, T.W., Crotts, J.C, & Azziz, A., 2001. Four Factors of Transformational Leadership Behavior. *Leadership & Organization Development Journal*. Vol. 22, No. 5, 221-229.
- Kerlinger, F.N. (1986) *Foundations of behavioral research* (3rd edition). New York: CBS College.
- Kominis, G. And Emmanuel, C. R., (2007). The expectancy-valence theory revisited: developing an extended model of managerial motivation. *Management Accounting Research*, 18 (1), 49-75.
- Kotter, J. (1990). *A Force for Change: How Leadership Differs from Management*. The Free Press, New York, NY.
- Kotterman, J. (2006). Leadership versus management: What's the difference? *Journal for Quality & Participation*, 29, 13-17.
- Kouzes, J. M., & Posner, B. Z. (2007). *The leadership challenge* (4th ed.). San Francisco: Jossey-Bass.
- Lau, C. M. and Lim, E. W. (2002). The Intervening Effects of Participation on the Relationship between Procedural Justice and Managerial Performance, *British Accounting Review*, 34: 55-78.
- Lewin, K.; Lippitt, R.; White, R.K. (1939). "Patterns of aggressive behavior in experimentally created social climates". *Journal of Social Psychology*, 10: 271–301.
- Lipman-Blumen. J. (1996). *The connective edge. Leading in an interdependent world*. San Francisco, CA: Jossey-Bass.
- Lomax, R. G. (2007). *An introduction to statistical concepts*. Philadelphia: Taylor & Francis.
- Mahoney, T. A., Jerdee, T. H. and Carroll, S. J. (1963). *Development of Managerial Performance*, Cincinnati: South Western Publishing.

- Mahoney, T. A., Jerdee T. H. and Carroll, S. J. (1965). The Jobs of Management, *Industrial Relations*, 4: 97-110.
- Mann, R.D. (1959). A review of the relationship between personality and performance in small groups. *Psychological Bulletin*, 56, 241-270.
- Moorhead, G. & Griffin, R. W. (1995). *Organizational behavior. Managing people and organizations*. (4th ed.). Boston, MA: Houghton Mifflin.
- Motowidlo, S.J. (2003). "Job performance", In W. C. Borman, D. R. Ilgen, and R. J. Klimoski (Eds.), *Handbook of Psychology: 12. Industrial and Organizational Psychology* (pp. 39-53), John Wiley and Sons, Hoboken, NJ.
- Muenjohn, N., & Armstrong, A. (2008). Evaluating the structural validity of the Multifactor Leadership Questionnaire (MLQ): Capturing the leadership factors of transformational-transactional leadership. *Contemporary Management Research*, 4, 3-14.
- Nazatul, Shima A.R., Fatimah, P., Normaziah C.M. & Misyer M.T.(2008). Malaysian Employees' Preference Of Their Managers Leadership Style. *International Review of Business Research Papers. Vol. 4 No. 5. pp. 97-108*.
- Northouse, P. G. (2007). *Leadership theory and practice* (3rd ed.). Thousand Oaks, CA: Sage.
- Nunnally, J. (1978). *Psychometric theory*. New York: McGraw-Hill.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory (3rd Ed.)*. New York: McGraw-Hill.
- Oshagbemi, T. & Gill, R. (2004). Differences in leadership styles and behavior across hierarchical levels in UK organizations. *The Leadership & Organization Development Journal*. Vol. 25 No. 1, pp. 93-106.
- Ouchi, W. G. (1981). *Theory Z. How American business can meet the Japanese challenge*. New York: Avon.
- Ozaralli, N., 2003. Effects of Transformational Leadership on Empowerment and Team Effectiveness. *Leadership & Organization Development Journal*. Vol. 24, No. 6, 335- 344.
- Pierce, J. and Newstrom, J. (1995), *Leaders and the Leadership Process: Readings, Self-Assessments & Applications*, McGraw-Hill, New York, NY.

- Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extension. *The Leadership Quarterly*, 15, 329-54.
- Robbins, S.P. and Coulter, M.K. 2001. Management (7th edition), Prentice Hall, 7th Edition.
- Rodsutti, M. C., and Swierczek, F. W. (2002). Leadership and Organizational Effectiveness in Multinational Enterprises in Southeast Asia. *Leadership and Organization Development Journal*, 23 (5), 250 C 259.
- Rost, J. C. (1991). *Leadership in the 21st century*. New York: Praeger.
- Rowden, R.W., 2000. The Relationship Between Charismatic Leadership Behaviors and Organizational Commitment. *Leadership & Organization Development Journal*. 21/1, 30-35.
- Pallant, J. (2007). *SPSS survival manual* (3rd ed.). Open University Press: England.
- Pierce, J., & Newstorm, J. (2007). *Leaders and the leadership process* (5th ed.). New York: McGraw-Hill/Irwin.
- Schermerhorn, J., Jr. (2002). *Management*. New York: Wiley.
- Schermerhorn, J.R. , 2005. *Management*. 8th edition. John-Wiley & Sons, Inc.
- Shaw, K. (2005). Getting Leaders Involved in Communication Strategy. *Strategic Communication Management*, Vol 9, Issue 6, p14-17, 4p. Melcrum Publishing Ltd.
- Smith, P. B., & Peterson, M. F. (1988). *Leadership, organizations, and culture*. New York: Sage.
- Spinelli, R. J. (2006). The applicability of Bass's model of transformational, transactional, and laissez-faire leadership in the hospital administrative environment. *Hospital Topics*, 84, 11-19.
- Stevens, J. (1996) *Applied multivariate statistics for the social sciences* (3rd ed.). Mahmah, NJ: Lawrence Elbraum.
- Stogdill, R.M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, 25, 35-71.
- Stogdill, R. (1974). *Handbook of leadership*. New York: Free Press.

- Tejeda, M. J., Scandura, T. A., & Pillai, R. (2001). The MLQ revisited. Psychometric properties and recommendations. *Leadership Quarterly* 12, 21-52.
- Tichy, N. M., & Devanna, M. A. (1986). *Transformational leadership*. New York: Wiley.
- Tichy, N. M. (1989). GE's Crotonville: A staging ground for corporate revolution. *Academy of Management Executives*. 99-106.
- Thorndike, E. L. (1920). A constant error on psychological rating. *Journal of Applied Psychology*, IV, 25-29.
- Thornton, G.C. "The Relationship Between Supervisory- and Self-Appraisals of Executive Performance." *Personnel Psychology* (Winter 1968): 441-56.
- Trottier, T., Van Wart, M., & Wang, X. (2008). Examining the nature and significance of leadership in government organizations. *Public Administration Review*, 68, 319-333.
- Tubbs, S. L. & Schulz, E. (2005). Leadership competencies: Can they be learned? *The Business Review*, 3(2), 7-13.
- Van Wart, M. (2006). Public-sector leadership theory: An assessment. *Public Administration Review*, 63(2), 214-229.
- Wall, T.D., Michie, J., Patterson, M., Wood, S. J., Sheehan, M., Clegg, C. W. and West, M. (2004). "On the validity of subjective measures of company performance", *Personnel Psychology*, Vol. 57, No. 2, 95-118.
- Waldman, D. A., Bass, B. M., & Einstein, W. O. (1986). *Effort, performance and transformational leadership in industrial and military settings*. Unpublished manuscript, Bing Hamton State University of New York.
- Weber, R., Camerer, C., Rottensteich, Y. & Knez, M. (2001). The illusion of leadership: Misattribution of cause in coordination games. *Organization Science*, 12(1), 582.
- Wiedower, K.A. (2001). "A shared vision: The relationship of management communication and contingent reinforcement of the corporate vision with job performance, organizational commitment, and intent to leave", Unpublished Doctoral Dissertation, Alliant International University, California.
- Weiss, W. H. (2005). Leadership. *SuperVison*, 66(10), 17-21.

- Wilkinson, A. D., & Wagner, R. M. (1993). Supervisory styles and state vocational rehabilitation counselor job satisfaction and productivity. *Rehabilitation Counseling Bulletin*, 37(1), 15-24.
- Wofford, J. C., & Goodwin, V. L. (1994). A cognitive interpretation of transactional and transformation leadership theories. *Leadership Quarterly*, 5, 161-186.
- Wofford, J. C. & Goodwin, V. L. (1998). A field study of cognitive approach to understanding transformation and transactional leadership. *Leadership Quarterly*, 9,(1), 55-85.
- Yammarino, F. J., Spangler, W. D., & Bass, B. M. (1993). Transformational leadership and performance: A longitudinal investigation. *Leadership Quarterly*, 4, 81-102.
- Yammarino, F. J., Spangler, W. D., & Dubinsky, A. J. (1998). Transformational and contingent reward leadership: Individual, dyad, and group levels of analysis. *Leadership Quarterly*, 9, 27-54.
- Yukl, G. A. (1989). *Leadership in organization* (2nd ed.). London : Prentice Hall International.
- Yukl, G. A. (2006). *Leadership in organizations* (6th ed.). New Jersey: Prentice Hall.
- Zaccaro, S. J. (2007). Trait-based perspectives of leadership. *American Psychologist*, 62, 6-16.
- Zaleznik, A. (1977). Managers and leaders: Are they different? *Harvard Business Review*, May-June, 67-78.